

**BY ORDER OF THE SECRETARY OF THE
AIR FORCE**



AIR FORCE INSTRUCTION 36-2103

3 JUNE 1994

AIR FORCE MATERIEL COMMAND

Supplement 1

13 SEPTEMBER 2000

Personnel

**INDIVIDUALIZED NEWCOMER TREATMENT
AND ORIENTATION (INTRO) PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

NOTICE: This publication is available digitally on the AFDPO WWW site at:
<http://www.e-publishing.af.mil>

OPR: HQ AFMPC/DPMASC
(SSgt Keith F. Lawrence)
Supersedes AFR 35-35, 15 June 1988.

Certified by: HQ AFMPC/DPMA
(Col Joseph W. Moran)
Pages: 17
Distribution: F

(AFMC)

OPR: AFMC/DPXF (Niki A. Foor)

Certified by: AFMC/DPX (Gary Kuziinsky)
Pages: 9
Distribution: F

This instruction implements Air Force Policy Directive 36-21, *Utilization and Classification of Air Force Military Personnel*. It establishes the responsibilities of major commands (MAJCOM), field operating agencies (FOA), and installations for the INTRO program. It also applies to Air Force Reserve (AFRES) members, but not to Air National Guard (ANG) units and members. Process supplements that affect any military personnel function as shown in Air Force Instruction (AFI) 37-160, volume 1, table 3.2, *The Air Force Publications and Forms Management Programs--Developing and Processing Publications* (formerly AFR 5-8).

(AFMC) AFI 36-2103, 3 Jun 1994, is supplemented as follows:

(AFMC) This supplement expands the guidance provided in AFI 36-2103, *Individualized Newcomer Treatment and Orientation (INTRO) Program*. It applies to all AFMC installations.

SUMMARY OF REVISIONS

This is the initial publication of Air Force Instruction 36-2103, revising AFR 35-35, 15 April 1988.

1. Responsibilities:

1.1. Headquarters Air Force Military Personnel CenterHeadquarters Air Force Military Personnel Center (HQ AFMPC). HQ AFMPC, Directorate of Personnel Program Management, Personal Programs Branch (DPMASC), 550 C Street West, Suite 12, Randolph AFB TX 78150-4714, is the Office of Primary Responsibility.

1.2. MAJCOMs and FOAs. MAJCOM and FOA commanders provide guidance and ensure staff agencies fulfill their responsibilities.

1.2.1. **(Added-AFMC)** All AFMC installations will augment the requirements of AFI 36-2103, Individualized Newcomer Orientation and Treatment (INTRO) Program, with those described in this supplement.

1.3. See [Table 1](#). for active duty unit responsibilities.

1.3.1. **(Added-AFMC)** See Table 1A for additional expectations of the MPF, CPF, FSC, and CSS.

1.4. See [Table 2](#). for Air Force Reserve responsibilities.

2. Form Prescribed. AF Form 60, Request for Sponsor.

3. See [Attachment 1](#) for a Sample Joint Civilian and Military INTRO program.

4. See [Attachment 2](#) for a Sample Questionnaire.

5. See [Attachment 3](#) for a Sample Feedback Checklist.

5.1. **(Added-AFMC)** See Attachment 3A for additional expectations of the sponsor. This form must be signed by the sponsor and returned to the CSS. The commander must then sign the form, certifying all actions are complete, and maintain it for one year.

6. (Added-AFMC) See [Attachment 4 \(Added\)](#) for a sample letter from the sponsor's spouse to the newcomer's spouse. Adapt information to fit the new installation and geographic area.

7. (Added-AFMC) See [Attachment 5 \(Added\)](#) for a sample letter from the sponsor to the newcomer. Adapt information to fit the specific unit and new installation.

Table 1. Intro Responsibilities.

L	A	B
I N E	To ensure adequate and timely sponsorship and orientation, the	will
1	Installation Commander	Implement INTRO program.
2	Chief, Military Personnel Flight Chief, Civilian Personnel Flight	Develop joint INTRO program. Appoint an INTRO Program Manager. Appoint Employee Development Manager. Use a questionnaire to assess the program.
3	INTRO Program Manager Employee Development Manager	Plan, organize, and administer the base orientation program.
4		Work with Public Affairs to develop base fact sheet.
5		Establish a 24 hour arrival point.
6		Use the Personnel Data System (PDS) for automated support. (See AFM 30-130, volume 6.) Use the Defense Civilian Personnel Data System for automated support. (See AFM 30-130, volume 4.)
7		Use AF Form 60 when system-generated products aren't available (Maintain in the INTRO office.).
8		Exchange program information between bases.
9		Collect and distribute newcomer feedback (Attachment 2).
10		Prepare a sponsor kit with base fact sheet, base guide, city map, welcome letters and newcomer requested information.
11		Coordinate preparation of kit with Family Services and Public Affairs.
12		Give a checklist to unit INTRO managers for sponsors (Attachment 3).
13		Schedule all newcomers for mandatory training.
14	Relocation Section	Provide information on sponsorship.
15	Unit Commander	Establish a unit INTRO program. Appoint INTRO manager. Select individuals for sponsorship duties. Send a personalized welcome letter.
16	Immediate Supervisor	Introduce the newcomer to duty section personnel and familiarize the individual with the work center's operation and responsibilities.
17	HQ Air Education and Training Command (HQ AETC)	Develop a Technical Training Center (TTC) and Lackland Military Training Center (LMTC) presentation appropriate for first assignments.

18		Develop a plan to forward sponsorship packages to the proper location (member's school squadron, enroute training assignment, leave address or gaining unit).
19	HQ Air University	Furnish student addresses to gaining unit.
20	Public Affairs	Develop base fact sheet.

Table 2. Intro Responsibilities (AFRES).

L	A	B
I N T R O	To ensure adequate and timely sponsorship and orientation, the	will
1	Office of the Chief, Career Motivation (HQ AFRES/DPRV)	Review AFRES unit INTRO programs.
2		Ensure that Public Affairs (HQ AFRES/PA) and Audio-Visual Services Division (HQ AFRES/SCV) have a presentation for base orientation.
3	Numbered Air Force	Review unit INTRO program.
4	Wing or Group Commander	Implement INTRO program.
5	Wing and Group Career Advisor	Manage the sponsorship and orientation program.
6	Unit Commander	Establish a unit INTRO program.
7	Chief, MPF (Reserve)	Develop an INTRO program.
8	Immediate Supervisor	Introduce the newcomer to duty section personnel and familiarize the individual with the work center's operation and responsibilities.
9		Ensure the newcomer has a sponsor.
10	Base Individual Mobilization Augmentee Administrator	Ensure commanders appoint IMA sponsors.

Table 3. (Added-AFMC) Unit Expectations (Sponsorship Program)

1. Military Personnel Flight (MPF)	<p>A. Monitors overall base program IAW AFI 362103, <i>Individualized Newcomer Treatment and Orientation (INTRO) Program</i> and AFCSM 36-699, <i>Personnel Data Systems</i>.</p> <p>B. Ensure each newcomer has a sponsor assigned 1. Accessions require special attention. Because these personnel are not in the base-level system yet, the MPF will receive orders via mail or fax. All actions pertaining to sponsorship actions must be manually initiated to ensure each gain receives a sponsor and a positive first impression.</p> <p>C. Ensure Personnel Data System reflects accurate sponsor assignments</p> <p>D. Newcomers Orientation</p> <ol style="list-style-type: none"> 1. Newcomer's Orientation is mandatory for all individuals assigned to AFMC installations, and encouraged for their spouses 2. Address agency "No Shows" through the Relocation Assistance Coordinating Committee (RACC). 3. Provide copies of customer critiques to all organizations participating. 4. Ensure Newcomers' Orientation is on the schedule of the Wing Commander. 5. Have Public Affairs assist with the newcomers' tour of base and surrounding community. <p>E. Establish and facilitate base sponsorship recognition program.</p>
------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2. Civilian Personnel Flight (CPF)	<p>A. Control sponsor process for civilians from start to Finish.</p> <ol style="list-style-type: none"> 1. Ensure a sponsor is assigned for each newcomer. 2. Ensure sponsors attend FSC training class before assuming duties 3. Notify the Relocation Assistance Office in the FSC of projected newcomers. <p>B. Ensure that newcomers are part of the newcomer's orientation process.</p> <ol style="list-style-type: none"> 1. Schedule the newcomer and spouse for newcomer's orientation and base tour. 2. Schedule in-processing in a timely manner for newcomers and families. <p>C. Allow newcomers and sponsors sufficient duty time to accomplish requirements of a successful program.</p>
3. Family Support Center (FSC)	<p>A. Provides relocation services and sponsorship training according to AFI 36-3011, Air Force Relocation Assistance Program (RAP).</p> <p>B. Conduct sponsorship training for first-time sponsors or those who have not served as sponsors during the past year</p> <ol style="list-style-type: none"> 1. If necessary, conduct training at the unit 2. Conduct "Just-In-Time" training when required 3. Track training statistics (how many trained, how many classes, etc.) <p>C. Coordinate/facilitate preparation of sponsor kit</p> <p>NOTE: Sponsorship kits should include the base fact sheet; base guide; city map; welcome letters from the sponsor, sponsor's spouse (if applicable), and from the unit commander; lodging information; and any other information requested by the newcomer</p> <p>D. Provide most up-to-date Standard Installation Topic Exchange Service (SITES) or instruct sponsor how to download off Internet (may be more cost effective)</p> <p>E. Research specific topics and information needed by newcomers as requested</p>

	<p>F. Coordinate or be a primary team member of the base newcomers orientation program</p> <ol style="list-style-type: none"> 1. Upchannel agency "No Shows" to RACC 2. Follow-up appropriately 4. Unit Commander/Commanders Support Staff (CSS) <p>A. Follows procedures outlined in AFI 36-2103 and AFCSM 36-699.</p> <p>B. Control sponsor process from start to finish</p> <p>C. Understand and accept accountability for making the program work. Play close attention to accessions. Because these personnel are not in the base-level system yet, the MPF/CSS will receive orders via mail or fax. All actions pertaining to sponsorship actions must be manually initiated to ensure each gain receives a sponsor and a positive first impression.</p> <p>D. Actively recruit sponsors</p> <p>E. Prepare and sign personalized letter to newcomer to be mailed with the sponsorship package</p> <p>F. Mail sponsorship package to newcomer's home address</p> <p>G. Develop contingency plan for sponsors who are unable to perform sponsorship duties (i.e. TDY, emergency leave, shift work)</p> <p>H. Ensure sponsors attend FSC sponsor training class before being assigned sponsorship duties</p> <p>I. Schedule in-processing in a timely manner for newcomers and families</p> <p>J. Allow newcomers and sponsors sufficient duty time to accomplish requirements of a successful program</p>
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

BILLY J. BOLES, Lt General, USAF
DCS/Personnel

(AFMC)

STEVE N SMITH
Director, Personnel

Attachment 1**JOINT INTRO PROGRAM FOR CIVILIAN AND MILITARY NEWCOMERS****IT: Introduction Time**

Wing commander welcome

Mission of the command

Wing, and unit missions and heritage

Overview of base (items of interest)

Safety, Health, Substance Abuse, and Equal Opportunity and Sexual Harassment Policy

Security and safeguarding of military information

PT: Paperwork Time

Required paperwork

Finance

Civilian Personnel Flight

Military Personnel Flight

Transportation

CT: Customized Time

Be innovative, set up an information exchange like a "job fair" to address the individual needs of the newcomer

Civilian orientation requirements

Base services available

Community services available

Points of interest for family member

UT: Unit Time

Personalized welcome for member and family members

Commander involvement

Unit mission, goals and heritage

Safety, Health, Substance Abuse, and Equal Opportunity and Sexual Harassment Policy

Key on needs of the newcomer for family members

ST: Sponsorship Time

On going from the moment appointed to the time the newcomer and family members feel part of the team.

Attachment 2**INTRO SPONSORSHIP QUESTIONNAIRE**

To help us continually improve our INTRO program, we need your feedback. Please take a few minutes to help us. Thank you.

Name (optional): _____

Grade: _____

Duty Phone: _____

Unit: _____

1. If you requested a sponsor, was one appointed before you left your last assignment?
 - a. Yes
 - b. NoComments: _____
2. Which of the following did you receive before arriving at this station? (circle all that apply)?
 - a. Welcome letter from new commander
 - b. Welcome letter from sponsor
 - c. Base information package (sponsor kit)
 - d. Base fact sheet
 - e. Phone call from sponsorComments: _____
3. If you received a base fact sheet, was it informative?
 - a. Yes (explain briefly)
 - b. NoComments: _____
4. Did your sponsor meet you upon arrival?
 - a. Yes
 - b. No, my choice
 - c. No, had to get help from 24-hour pointComments: _____
5. Did your sponsor make you feel welcomed and help you settle in the area?
 - a. Yes
 - b. NoComments: _____
6. How would you rate the overall information and assistance you received?
 - a. Outstanding

b. Good

c. Poor

Comments:

7. What could your unit do to make you feel more welcomed?

Comments

8. What could we do to improve the INTRO program?

Comments:

Attachment 3**CHECKLIST FOR SPONSOR**

The first impression a newcomer gets of a base comes from his or her sponsor. The success of a good INTRO program is tied to first impressions. Since the needs of each newcomer vary, a sponsor must find out what those needs are and respond to them.

A3.1. Call the newcomer and tell them you're there to provide information and assistance to make the move smooth as possible. Listen : Many times a newcomer can reduce stress by merely talking to someone "already there." Be open and honest and stay positive.

A3.2. Remember, it's not good enough to just say "let me know what you need," anticipate their needs. Ask these questions:

- Will your family members accompany you? Names, ages, interests?
- Do you need information about other services? Banking, child care, education, etc.?
- Do you want me to meet you when you arrive? Date, time, location.
- Do you want a post office box?
- Is there anything else you need?

A3.3. Pick up a sponsor kit from your Orderly Room or Family Support Center. Personalize it by taking out unnecessary information and adding information requested. Mail it within seven calendar days.

A3.4. Include a personalized letter from your commander and your own personal letter. Include your home and duty phone numbers and address. Remind newcomers to let you know of any changes to their plans. Reconfirm the departure date, arrival date, and reporting-in date and ensure member is aware of the 24 hour arrival point. Upon arrival, personally meet the newcomer. Make the member feel welcomed.

A3.5. Visit the base housing office and get information about on- and off-base housing. If the newcomer is interested in residing on-base, remind them to apply in advance.

A3.6. If the newcomer is single, contact the Orderly Room. If the newcomer is married or a single parent, ask the billeting office for information about on-base guest quarters and off-base facilities. Offer assistance where needed.

A3.7. After the newcomer's arrival, help arrange for in-processing. Take the newcomer to the orderly room and duty section. Continue to provide assistance as necessary. Offer to show the newcomer around the base and local area.

Attachment 4 (Added-AFMC)**SPONSORSHIP CHECKLIST**

_____(Name of Sponsor)_____ has been assigned as sponsor for _____(Name of Newcomer)_____ on _____(date assigned)_____. Complete all items on this checklist within the time periods specified, sign, date, and return to CSS NLT seven days after the arrival date of the newcomer.

1. Upon notification of sponsorship duty, contact the Family Support Center (FSC) Relocation office to get a SITES booklet. SITES is the Standard Information Topic Exchange Service and contains a wealth of information about DoD installations that will make your job easier.

Date SITES booklet for current installation was picked up or downloaded: _____

2. IAW AFI 36-3011, 1 Dec 97, sponsorship training is mandatory for first-time sponsors, and for those who have not served as sponsors during the past year. If you need to be trained, contact the Relocation office at the FSC to be scheduled.

Date of Sponsorship Training (1st time sponsors or more than 1 year) _____

Date of last Sponsorship duty (Must be within one calendar year) _____

3. Within 7 calendar days of assignment as a sponsor, call the newcomer. Remember there is no need to incur out-of-pocket expenses for the phone call; it's an official government call. You can call during duty hours from work, or call the base operator after duty hours to be connected at government expense. During your phone call to the newcomer, be open, honest, positive, and listen carefully. Ensure you ask him or her the following questions and obtain the information you need to perform sponsorship duties in the manner expected of you.

a. Will your family members accompany you on the move?

Spouse? Yes_____ No_____

Children? Age_____ Name_____ Interests_____

Age_____ Name_____ Interests_____

Age_____ Name_____ Interests_____

Age_____ Name_____ Interests_____

b. What information can I obtain for you?

Banking	Yes_____ No_____
Housing	Yes_____ No_____
Child care	Yes_____ No_____
Schools/Education	Yes_____ No_____
Pets/Vets/Kennels	Yes_____ No_____
Recreational Opportunities	Yes_____ No_____
Youth Activities	Yes_____ No_____
Medical/Dental Care	Yes_____ No_____
Spouse Employment	Yes_____ No_____
Religious/Church/Temple	Yes_____ No_____
Auto/Driver's License	Yes_____ No_____
Insurance	Yes_____ No_____
PO Box	Yes_____ No_____
Other (specify)	_____

NOTE: * You don't have to research these topics by yourself. Much of the information is contained in the SITES booklet. For specific information not contained in SITES, request assistance from the Relocation Assistance Program in the FSC.

4. Within 7 days of notification of selection for sponsorship duty, the Commander's Support Staff (CSS) will mail a sponsorship package to the newcomer. It's your responsibility to gather the following documents and information and take them to the CSS for inclusion in the package:

- a. A personalized letter from yourself, welcoming the newcomer (see **Attachment 4 (Added)** for suggestions on format)
- b. Encourage your spouse and/or children to write a personal letter to the spouse and/or children of the newcomer, if applicable (see **Attachment 5 (Added)** for suggestions on format).
- c. Ask the lodging office for information about on-base guest quarters and off-base facilities. For single airmen, contact the CSS to get dormitory information. Include the lodging information in the sponsor package.

d. Contact the base housing office and get information about on- and off-base housing. If the newcomer is interested in residing on-base, remind him or her to apply in advance. Include housing information, especially information on average waiting times, and the reminder to apply in your letter to the newcomer.

e. Add a copy of the latest edition of the base newspaper to the sponsor package, and consider adding a copy of the local community newspaper.

Date information and letters given to CSS: _____

5. Maintain on-going communication with the newcomer, using phone calls, letters, and email. Again, remember this is an official duty, so use of official channels (phones, mail, and email) is authorized. Suggested frequency of contact is no less than every other week. Ensure you answer all of the questions he or she may have, or refer them to the appropriate agency to get the answers.

Dates/type of contact with newcomer: _____

6. Ask the newcomer if he or she wants to be met upon arrival. If so, get the date, time, and location of arrival. If not, schedule a time shortly after arrival (within 24 hours) to meet with the newcomer face-to-face. Help the newcomer arrange for in processing. Escort him or her to the CSS and duty section. Offer to show the newcomer around the base and the local area. Consider inviting the newcomer and his or her family to share a meal with you and your family.

Date/Place/Time of Newcomer Arrival _____

In-Processing Date _____

Signature of Sponsor/Date

Signature of Commander/Date

Attachment 5 (Added-AFMC)**SAMPLE SPOUSE'S LETTER TO SPOUSE OF NEWCOMER**

Dear (Name of Incoming Military Spouse),

Hi! I'm _____, the spouse of _____; your spouse's designated sponsor for your military directed move to XYZ AFB in Anywhere USA. I would like first of all to welcome you to XYZ AFB and the Anywhere area!

Here are some useful facts about living in Anywhere

(List some information about the climate, the local culture and places of interest)

The housing situation in Anywhere offers (List information about housing availability, average costs, and location)

Be sure to contact your local Family Support Center (FSC) to get a SITES package about the Anywhere area. The FSC also offers Smooth Move Seminars, and is available to help you with any special concerns you might have about your upcoming move here.

So, again welcome to XZY AFB and Anywhere USA! If I can be of help to you or your family prior to your departure for Anywhere please feel free to write, call, or e-mail me at the following addresses:

Name: _____

Address: _____

Phone: _____

E-mail: _____

If I don't hear from you before you reach Anywhere, please be sure to give me a call upon your arrival if you need anything, or certainly by the time you get settled. I'm looking forward to meeting you and personally welcoming you to your new home in Anywhere USA.

Sincerely,

Your Signature

Attachment 6 (Added-AFMC)**SAMPLE LETTER FROM SPONSOR TO NEWCOMER**

Dear (Name of Newcomer)

Hello. I'm (your name and rank), your sponsor for your move to ABC unit at XYZ base in Anywhere USA. First of all, let me welcome you to the unit and the base! I've been here for X years now, and find it to be an excellent assignment, although the ABC unit stays busy. We just got back from a deployment in Kosovo.

As I mentioned in my previous phone call to you, my job, as your sponsor, is to facilitate your move. Please let me know what information I can obtain for you to help make the move easier. My duty phone is DSN XXX-XXXX. My home phone is XXX XXX XXXXX. My email address is: first.last@xyz.af.mil.

I've included a letter for your spouse from mine, and a letter from our commander at ABC unit. I tried to include everything I could think of in this package, but I may have forgotten something that you'd find useful – please let me know and I'll send it ASAP.

What are your travel plans? When do you plan to arrive? Would you like me to meet you and your family at the airport? Let me know what you need – I'm here to help! Do you plan to reside in base housing? The housing office says the current wait time is_____, so be sure to apply for housing as soon as you have orders.

I'll call within the next week or so to follow-up on this letter – be thinking of those things that I can assist you with prior to your move here.

Sincerely

Name